# The CHOICE Connection
## Positive strategies. Practical solutions.

constructive
CHOICE
Jean Strosinski, PhD, PCC

## Quotable Quotes

*"People cannot be managed. Inventories can be managed, but people must be led."* ~ H. Ross Perot

*"A leader is the one who climbs the tallest tree, surveys the entire situation and yells, 'wrong jungle!'"* ~ Stephen Covey

*"Great leadership does not mean running away from reality. Sometimes the hard truths may demoralize the company, but at other times, sharing difficulties can inspire people to take action that will make the situation better."* ~ John Kotter

*"The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership."* ~ Colin Powell

Dear Jean,

For the last few months the Choice Connection newsletter's leadership topics have focused on where leadership might show up in your life. I reflected on leadership at home as a parent and in the schools. This month I am spending a few minutes addressing leadership in the workplace and how leadership manifests in teams and work groups. Next month I will address leadership in the community and how it shines in volunteers.

I love working with teams and small groups of people. I love the brainstorming, the planning, the strategizing, the chance to work side by side with creative and intelligent beings. And of course, there are the dynamics of working with other personalities and what it takes to keep a group working smoothly and connected. Now, there is the challenge! So read on - do you know what it takes from a leader to keep all the work and the people working running smoothly? And do you believe you have what it takes to be a Leader in the workplace?

With Joy,
Jean

## Leadership in the Workplace

Am I leader at work? Have you asked yourself this question recently? And what answer or answers did you come up with? Actually, I think the answer(s) are a bit complex. Do you believe because you are managing a project or supervising people that you hold a role as a leader? If you do, I am asking you to dig a bit deeper and determine what specific leadership skills have you demonstrated to others besides being the strategist and the business manager. Because in reality, managing your work, facilitating the work of others, challenging ideas and/or driving to results isn't all that is involved in effective leading. These could be facets of being a good manager - good leadership is much more and is as unique as any individual.

When I assumed my first professional management position, I was downright scared and very anxious. I was filling a position that had been previously occupied by a person who was asked to leave at the request of a customer. I was familiar with the situation and was not surprised at the customer's request. And yet, here I was, new to management and wondering if in fact, I was actually the appropriate person to step into this role. Two years later, I can admit that I was an OK manager. Like any newbie to the management world, I could look back and think ... hmmm, if I had to do it over again, I would ...

So, that was my experience with managing. And as the t-shirt says, "Been there, done that." And ... what about being the leader? Does anyone ever hire into a position that gives you a title of 'Leader?" I have yet to see one and yet many in the role of managers in the workplace are expected to be the leaders and are often called out as such. There is so much more, though, to being the leader. Yes, it is being able to drive a business toward success and it is being able to foster relationships with people. I often wonder if, in that first role as a manager I was perceived as being a leader. Did I foster a trust with my staff? I know I trusted them. Did I influence their work with the customer? I know they influenced my relationships - to our organization's customer and my relationship with each of them. Leadership - it is one of those titles that doesn't necessarily go on a business card and yet is used to define a character - a way of being, of who we are and how we show up.

What does "leadership in the workplace" have to do with teams and those individuals that make up the team? My experience has shown me that effective teams seem to develop at least one individual who steps up and shines as the leader. It isn't always the person who is in charge, though. I have noticed it usually isn't the one who speaks first or has the most to say or even the person who directs the team's efforts. It is the person the team individuals go to for support, for requests to influence decisions, who is knowledgeable about the work and the team member who has unique relationships with all the members of the team. Teams offer a rich development arena for growing leaders and instilling leadership qualities into many. An important question is whether or not our organizations are looking for leaders with team experience - leading the team and/or working on the team?

As with all leaders, a Leader's unique strengths will support their success only as much as their strengths with relationships, communication and trust will grow their leadership qualities. As unique as we are as individuals, so are the organizations we work for. Paying attention to those who are in a space to lead in our organizations may give us a few more clues as to the specific leadership qualities our workplace demands. We have talked about many of those qualities throughout this year. I invite you again to choose another Leadership quality, try it on for size and make it your own. Which of the following unique Leadership skills are required in your workplace? Just start with one. One skill your workplace needs from its Leaders.

*Communication, Motivation, Delegating,*
*Positivity, Trustworthiness, Creativity, Feedback,*
*Responsibility, Commitment, and Flexibility*

## Tools and Resources
### FROM THE BOOKSHELF

The Situational Leader by Dr. P. Hersey (1984)

No Drama Leadership: How Enlightened Leaders Transform Culture in the Workplace by Marlene Chism (2015)

Reality-Based Leadership: Ditch the Drama, Restore Sanity to the Workplace and Turn Excuses into Results by Cy Wakeman (2010)

Great Leadership Creates Great Workplaces by James M. Kouzes and Barry Z. Posner (2013)


### THE INTERNET CONNECTIONS

Examples of Leaders Who Motivate the Workplace

How to Be a Leader in the Workplace - Some simple and good reminders...Wiki: How to Do Anything

Types of Conflict in the Workplace - Short video explaining 5 types of conflicts in the workplace. #4 Differences in Leadership

Leadership Theories in the Workplace - Trait, Behavioral, Contingency and Power and Influence Theories explained.

[Not Just for the Military - Leadership by Example](#) - 10 Leadership strategies

## Reflection

Are you a member of a work team(s) in your organization? Are you a designated Leader for this team? Are you the perceived Leader? If you know yourself to be the perceived Leader of the team, how did you find this out? Were you called out as the Leader from your teammates or others? What do you believe has contributed to your being known as a Leader at work?

Are you the Leader you wish to be? Are you on the path with a purpose to learn Leadership? If you were to identify the qualities that you believe others attribute to you being a Leader, what are they? If you are focused on growing your Leadership qualities, I invite you to take a few minutes and journal your answers to the following questions?

1. How do you define Leadership?
2. What special qualities do others recognize in you that speak to you being a Leader?
3. How strong is your emotional intelligence and what do you base your answer on?
4. Given the following critical skills, how would you prioritize these from most important to least important for a Leader to develop?  Strategist, Business Manager, Results Manager, Communicator, Team Developer, Individual Developer (including yourself), and Influencer
5. How would you know that you have developed into the Leader you wish to be?

## Choose To



Develop yourself at work ... develop individuals and develop teams ... identify leaders from those you work with ... engage in a work team that stretches you to step up and into a Leadership role ... and then ... focus - on the task(s) ... on the people ... on yourself ... build results with meaning ... strengthen the relationships that are already strong ... develop that one skill that your workplace and your colleagues need from you.

## September Joyful Observances

[Adopt a Dog Month](#)
Breast Cancer Awareness Month
Celebrating the Bilingual Child Month
[Country Music Month](#)
[National Book Month](#)

[Albuquerque International Balloon Fiesta](#) (Oct. 3-11)
Kids Goal Setting Week (Oct. 5-9)
National Food Bank Week (Oct. 11-17; Week always has 16th in it - World Food Day)
National Nuclear Science Week (Oct. 14-23)
[National Save For Retirement Week](#) (Oct. 25-31)

[World Teachers Day](#) (Oct. 5)

World Homeless Day (Oct. 10)
International Day of Rural Women (Oct. 15)
Swallows Depart from San Juan Capistrano Day (Oct. 23)
National Chocolates Day (Oct. 28)

## Administrivia

My Constructive Choices Audience...
* Professionals wanting to be at choice in their career and daily work,
* New managers (and aspiring leaders) transitioning to establish a leadership role in their communities,
* Individuals wanting to sort through the choices, build a more fulfilling life, life their voices, and...
* Coaches who choose to step out, show up, and say - YES, it IS all about YOU!